

# Human Resource Management Tower Summary

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# Human Resource Management Tower Summary

The Commonwealth's Enterprise Business Architecture Model defines the Human Resources Management function as "Human resource management involves all activities associated with the recruitment and management of personnel."

Human Resource Management processes in the Commonwealth are currently supported by two separate central systems, the Personnel Management Information System (PMIS) that is administered by the Department of Human Resources Management (DHRM) and the Commonwealth Integrated Personnel and Payroll System (CIPPS) that is administered by the Department of Accounts (DOA). DHRM in conjunction with DOA has developed processes and tools for the interchange of some data between the systems but they are not fully integrated. As a result, many agencies expend a considerable amount of time performing duplicate data entry into these two separate systems and performing after-the-fact reconciliation. DHRM and DOA each maintain a fee-based service bureau. The Human Resources service bureau provides a full-range of HR services to DHRM and 10 other agencies and the DOA payroll service bureau provides full payroll services for approximately 35 agencies. Both service bureaus service only a small fraction of the Commonwealth's total agency employee population.

The Commonwealth does not have common statewide processes for many HR functions allowing the agencies to develop processes that support their needs. As a result, at the agency level, PMIS and CIPPS are augmented by a significant number of other ancillary support applications and systems, because the central systems do not meet the business requirements of the agencies. Many agency-specific or decentralized applications have been procured or developed to assist agencies in managing the HR and Payroll components. Many of these applications were custom developed by in-house agency employees using commercially available tools such as Microsoft Access and Excel. Some are purchased state-of-art applications and a few are legacy applications that require outdated technologies. These ancillary systems track such items as wage employees who are paid from CIPPS, but not included in the PMIS database and track time and attendance and labor distribution for payroll and cost accounting. All were developed to assist agencies in effectively managing their human resources and payroll operations.

This section summarizes the key findings of the Human Resources Management due diligence. We present a tower-based detailed analysis because of the commonality and consistency of problems and recommendations across all HR business functions. Where the data supports it, we show data breakdowns at the business function level. The functions covered are these:

- **439.05 - Applicant Intake and Recruiting** – Includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.
- **439.25 - Evaluation** – Includes assisting managers and supervisors in establishing, maintaining, and monitoring effective performance management programs to plan, monitor, develop, rate, and reward employee performance, and services that support formal and informal award programs to provide employee incentives and recognition.

- **439.35 - Payroll Management and Expense Reimbursement** - Involves the administration and determination of state employee compensation. Note: See Payments Function within the Financial Management line of business for the actual payment of salary and expenses.
- **439.40 - Personnel Action Processing** - Involves processing Requests for Personnel Actions, changes to employees' official personnel records or history, or involving establishing, maintaining, and monitoring the agency's official personnel system of record.
- **439.45 - Position Classification and Management** – Involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.
- **439.65 - Time and Labor Distribution** – Includes establishing, maintaining, and monitoring time and attendance systems.

## As-Is Environment: Strengths

Human resource management in the Commonwealth is composed of two separate central systems which serve as the backbone for human resources management.

The primary human resource system for the Commonwealth is the Personnel Management Information System (PMIS), an on-line transaction-based system that was established in 1978 and has been consistently updated every year to satisfy the demands of Constituents. The Department of Human Resource Management (DHRM) maintains PMIS. It contains employee and benefits records of all active and separated employees and their dependents for the Executive branch; higher education faculty; and employees of certain agencies in the Executive Branch or other Branches that are exempt from the provisions of the Personnel Act, such as the State Corporation Commission and the Virginia Workers' Compensation Commission. It also contains benefits records for Local Government employees that participate in the State Health Benefits Program.

Other service features provided to complement PMIS include an integrated Client/Server Data Warehouse that provides via the web a wide array of real-time standardized and on-request reports, highly selective EEO reporting and EEO analyses, and the ability to execute customizable live queries, results of which can be imported to commercial analytical tools. DHRM also maintains a fee-based service bureau that currently provides a full-range of HR services to eight other agencies.

The payroll system for the Commonwealth is the Commonwealth Integrated Personnel and Payroll System (CIPPS), which went on-line in 1987 and is maintained by the Department of Accounts (DOA). DOA has augmented CIPPS with user tools such as CIPPS/FINDS which provides data downloads for analysis, Payline – a web based database of payment information, the Payroll Audit Tool (PAT) which uses data downloaded from CIPPS/FINDS, and a sub-system, CIPPS-Leave that agencies may use to track employee leave balances. DOA maintains a fee-based Payroll Service Bureau (PSB), which provides full payroll services for approximately 35 agencies.

Currently the Commonwealth is planning an RFP to address integration issues between the systems as well as preparing to release an RFP for recruiting and applicant tracking.

At an agency level, these systems are supplemented by a significant number of other systems and tools. While not all the processes or systems are the same, the survey results identified a number of strengths which cross both HR business processes and agencies. Following below are the top strengths identified as well as selected quotes from the survey responses. In many cases, the same quote or one very similar to it was provided by multiple respondents.

- **Consistency** – the process is applied in the same way across an enterprise by individual users and the system provides the same results for the same transaction each and every time.
  - "Centralized process provides consistency"
  - "A consistent screening process that is clearly documented"
  - "The selection process is administered, scored, evaluated and interpreted in a uniform manner"
  - "Consistency in process and practice application"
  - "Consistency in data gathering"
- **Defensible** – The process and the data generated by the process fit both the letter of the law and the interpretation of the law and leave an audit trail that does not put the Commonwealth in a place where litigation could be lost.
  - "Defensible – well documented"
  - "Easily understandable and defensible screening criteria"
  - "Ensures internal equity and alignment"
  - "Is legally defensible"
  - "Documentation for all transactions"
- **Compliance/Controls** – The processes and systems used have appropriate controls and enforce compliance with federal, Commonwealth and agency laws, policies, procedures and guidelines
  - "Automated Recruitment & Selection forms are in use – system provides consistency & compliance: provides EEO data"
  - "Ensures compliance with state and agency policies and procedures"
  - "Very strong written documentation on policies and procedures"
  - "Checks and balances are in place – HR submits changes, DOA processes, and DPOR finance certifies"
  - "On-line edits enhance accuracy, provide controls"
- **Flexibility** – The processes and systems in use permit agencies to adapt and change to fit differing needs to execute their missions
  - "Tailored"
  - "Flexible and efficient"
  - "Recognizes that one size does not fit all"
  - "Ability to configure automated timekeeping system locally allows us to adjust payroll process to meet changing HR needs. Example, new special rate for unit 1 to address retention."
  - "Can change the forms electronically to meet our needs"

- "Allows flexibility for informal rating scales"
- **Decentralized/local control** – Within the Commonwealth and agencies, the processes and systems permit the delegation of authority and decision-making to the appropriate level within the agency to ensure that the business of the agency can be performed without obstruction.
  - "Decentralized authority allows actions to be taken without undue delay"
  - "Decentralized to the point that the analysis is fairly autonomous in terms of classification"
  - "Automated software permits decentralized decision-making"
  - "Automated forms enable decentralized decisions"
  - "Decentralized Processing"
  - "Excel performance management software supports decentralized management"
- **Experienced/knowledgeable staff** – The people supporting the processes and systems bring sufficient expertise to the Commonwealth to efficiently complete transactions
  - "Knowledgeable, experienced staff"
  - "HR Staff have detailed knowledge of agency business and work to be done by positions"
  - "Knowledge of Agency business practices"
  - "Dedicated experienced staff who understand the system and reporting requirements"
- **Timeliness of processes** – Processes and systems support the rapid and efficient execution of transactions
  - "Fast turnaround for customers"
  - "Process is streamlined"
  - "Unencumbered process"
  - "Easy and quick – very little falls through the cracks – appropriate staff notified – quick turnaround time"
  - "Reminders are timely"
  - "Provides data on a timely basis"
- **Accuracy** – Processes and systems ensure the data collected is accurate and minimize potential for user error
  - "Accurate"
  - "Automated software permits accurate classification by non-HR staff"
  - "Automated forms have built in QA"
  - "Automated timekeeping system ensures efficient and accurate calculation of exceptions to regular payments, such as OT, shift differential, LWOP, VSDP, W/C, on-call, etc."
  - "On-line edits enhance accuracy, provide controls"
  - "Automated allocations enhance accuracy, controls"

## As-Is Environment: Weaknesses

The most common emerging theme from the survey respondents across all the HRM survey areas identified the need for a fully integrated human resource management system that would

incorporate all employees (wage and salaried) into one human resources, payroll, and time and labor system. As one respondent noted, “The biggest problem is the lack of integration between systems, CARS, PMIS, CIPPS, and the lack of electronic submission. We have a tremendous amount of paper that could be reduced.”<sup>1</sup> This need was also identified in the Auditor of Public Accounts special review in October 2004 which identified the lack of integration as a significant risk to the Commonwealth because “critical internal controls associated with integrated payroll and human resources systems are missing.” Both the DHRM and DOA IT staffs have worked diligently over the past few years to develop processes to integrate the separate systems and have provided tools for the agencies to use to facilitate the movement of data between the systems, but there is still a significant gap in the integration and agencies continue to do double data entry for many transactions. Recently, DOA has initiated an effort with DHRM to utilize the transaction log to automatically update CIPPS with changes made in PMIS for those limited data elements shared between the two systems. This automation should be completed in the fall of 2005.

- **Lack of system integration** - The lack of an integrated human resources and payroll system, or an established interface between the two applications, requires most employee transactions to be keyed twice, once into the Personnel Management Information System (PMIS), and once into the Commonwealth Personnel and Payroll System (CIPPS). In addition, 20 of the 36 agencies surveyed used some form of software to track daily employee time and labor costs, adding another application and processing layer to the overall HRM process. Survey respondents noted the following:
  - “Integrated Human Resource Information System that would work across all HR business functions.”
  - “Timekeeping system that interfaces with payroll system”
  - “All inclusive HR system, including time and attendance”
  - “CIPPS, Time and Labor and PMIS do not communicate”
  - “PMIS and CIPPS to interface with simultaneous updates”
  - “Enhanced integration with leave reporting, etc.”
  - “Agency wide HRIS with all HR components”
- **Redundant data entry** - As noted above the lack of an integrated HRM system results in double or triple keying of employee transactional data in the HR, payroll, and time/labor systems. The multiple system, multiple data entry issues are not only labor intensive and time consuming, but also increase the risk for data inconsistencies between the two major systems. Survey respondents noted:
  - “Ability to get info needed in format and time line needed without having to maintain own systems, resulting in double or triple entry”
  - “Need one-point of data entry”
  - “Need a fully integrated system, with no double keying”
  - “Eliminate multiple entries of data to prevent/decrease errors”
  - “Enable Agency system to interface with PMIS-eliminate double entry”
  - “PMIS, CIPPS, BES all talk to each other so data only has to be entered one time

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<sup>1</sup> This comment is not a fully informed representation. CIPPS is fully integrated with CARS.

- “Ability to reduce duplication of data entry by population data simultaneously”
- **Automate manual processes using work flows for approvals and electronic signatures** – Many respondents expressed a need for electronic workflows for applicant intake and tracking, and for manager approvals and signatures for employee leave slip submissions and time sheet processing.
  - “Automation of applicant tracking” As noted earlier, the Commonwealth is preparing to release an RFP to address recruiting and applicant tracking.
  - “Automation of screening process”
  - “Ability of hiring managers to access applications electronically”
  - “On-line paperless forms and electronic signatures”
  - “Have automated leave submissions to eliminate paper leave forms”
  - “Automated position tracking/control for budgeting purposes”
  - “On-line routing capability”
  - “Electronic distribution of W-2s and W-2 history maintained in Payline”
- **Improve accuracy of data, improve access to data, and improve reporting** - Although the current environment’s reporting mechanism is a good construct, the data is not reliable and does not reflect the entire employee base. In some cases, users are either unaware that desired data exists or may not be using it. This may be a training issue.
  - “More user friendly report production”
  - “Personnel Information System that includes Wage [employees] as well as classified”
  - “Ability to produce automated reports from PMIS on transactions processed”
  - “Need system for better and easier report generation”
  - “Allow a system to be able to track an employee’s history from their original hire date – listing every position held within the state, all salary changes, role changes and any personnel action taken”
- **Improve end user system experience and increase self service capability for employees** - Survey respondents expressed the desire for more user-friendly Commonwealth HR and payroll applications that would provided features that were easy to use and intuitive. They also indicated a need for more employee self-service capability.
  - “Any kind of corrections, retroactive actions, or suspense actions are very complex and usually require DHRM assistance”
  - “Employee can make tax withholding changes online”
  - “On-line acceptance of VA-4, W4, Deferred Comp, Banking with security features”
  - “Employees accessibility to personal portfolio”
  - “User friendly/intuitive/logical input process and reporting”
  - “Allow employees accessibility to their own records in order to verify personal information”
  - “Ability to back out “certain” transactional data w/o seeking assistance from central HR agency”

- **Reduce paper files** – Survey respondents indicated a desire to eliminate duplicative paper processes wherever possible and would like the ability to scan documents and electronically store.
  - “Have automated leave submissions to eliminate paper leave forms”
  - “We need a method to automate personnel records instead of hard copies. Space is an issue”
  - “Imaging of personnel records”
  - “Automated imaging to allow more paperless systems”
  - “Get away from paper notification to electronic notification”
  - “Integrate HR with Payroll so we less paper and better security”
  - “Process is paper intense, could be automated”
  - “Should provide for electronic submittal of information”
  - “On-line submission of evaluations”

## As-Is Environment: Resources Required

### Human Resources

The Department of Human Resource Management (DHRM) is the central human resources organization for the Commonwealth. It is responsible for the development and administration of policies and programs for the management of recruiting, employee compensation, employee benefits, training and development, workers’ compensation and safety, employee relations and workforce planning. It has a staff of 77 classified employees. The Department of Accounts is responsible for the Commonwealth payroll. It has a staff in the Payroll Department of 12 classified employees and a Payroll Service Bureau with 11 classified employees that serve 35 agencies and over 6000 employees.

Each agency is responsible for the delivery of HR and Payroll Services to their staffs. In most agencies this is accomplished through Agency HR and Payroll staff. For smaller agencies, DHRM and DOA have established service bureaus for the delivery of these services on a fee for service basis. The estimated Agency FTE headcount for the HR functions included in this assessment is shown in Exhibit 1.

**Exhibit 1      FTEs by HR Function**

Function	FTEs (rounded to nearest whole FTE)
Time and Labor	200
Position Class	93
Personal Action Processing	52
Payroll Management	118
Evaluation	52
Applicant Intake	90
<b>Total</b>	<b>605</b>



The Exhibits 2 through 7 depict the FTE's by HR Function.

Exhibit 2 Personnel Action Processing

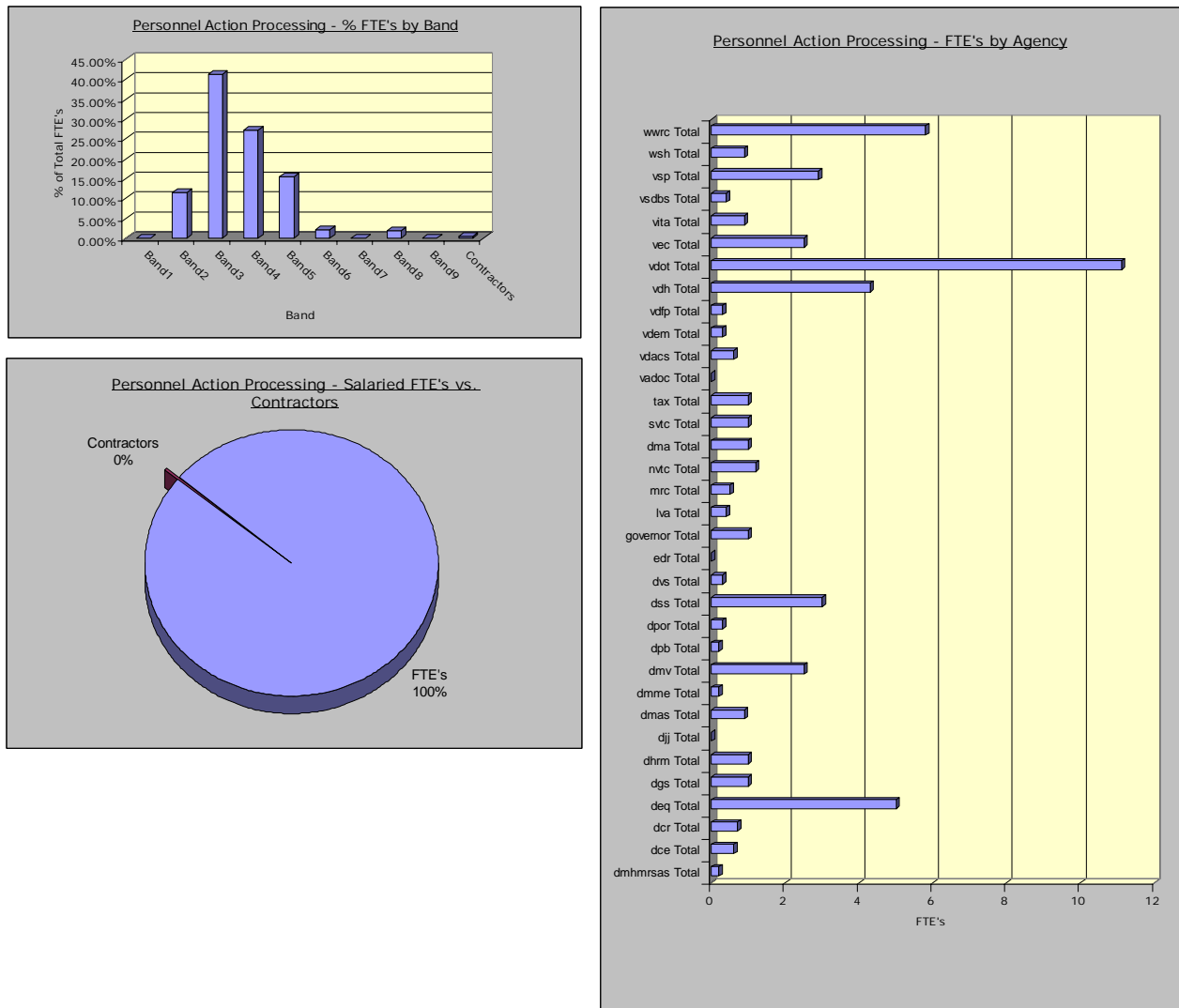


Exhibit 3      Applicant Intake and Recruiting

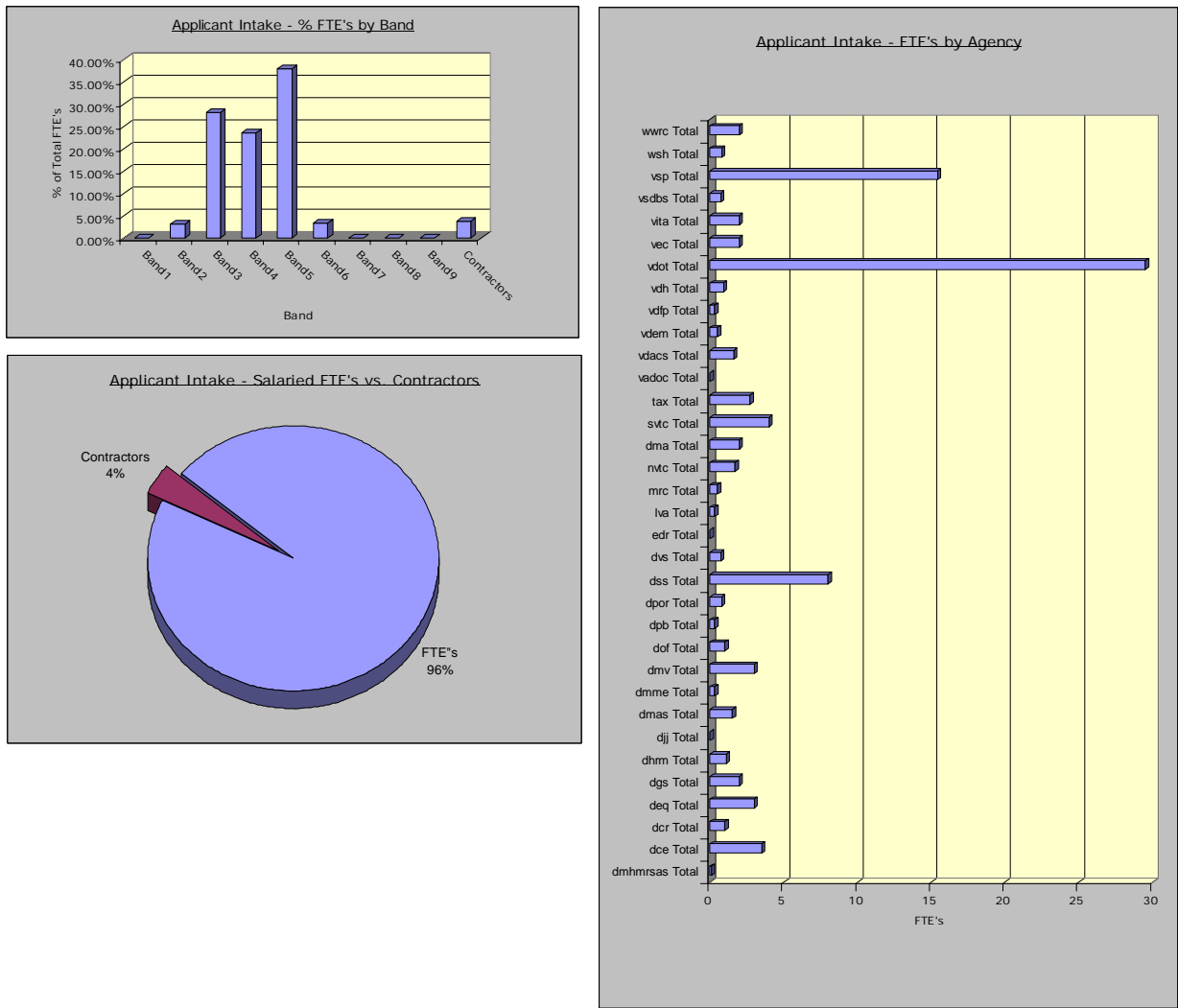


Exhibit 4 Payroll Management

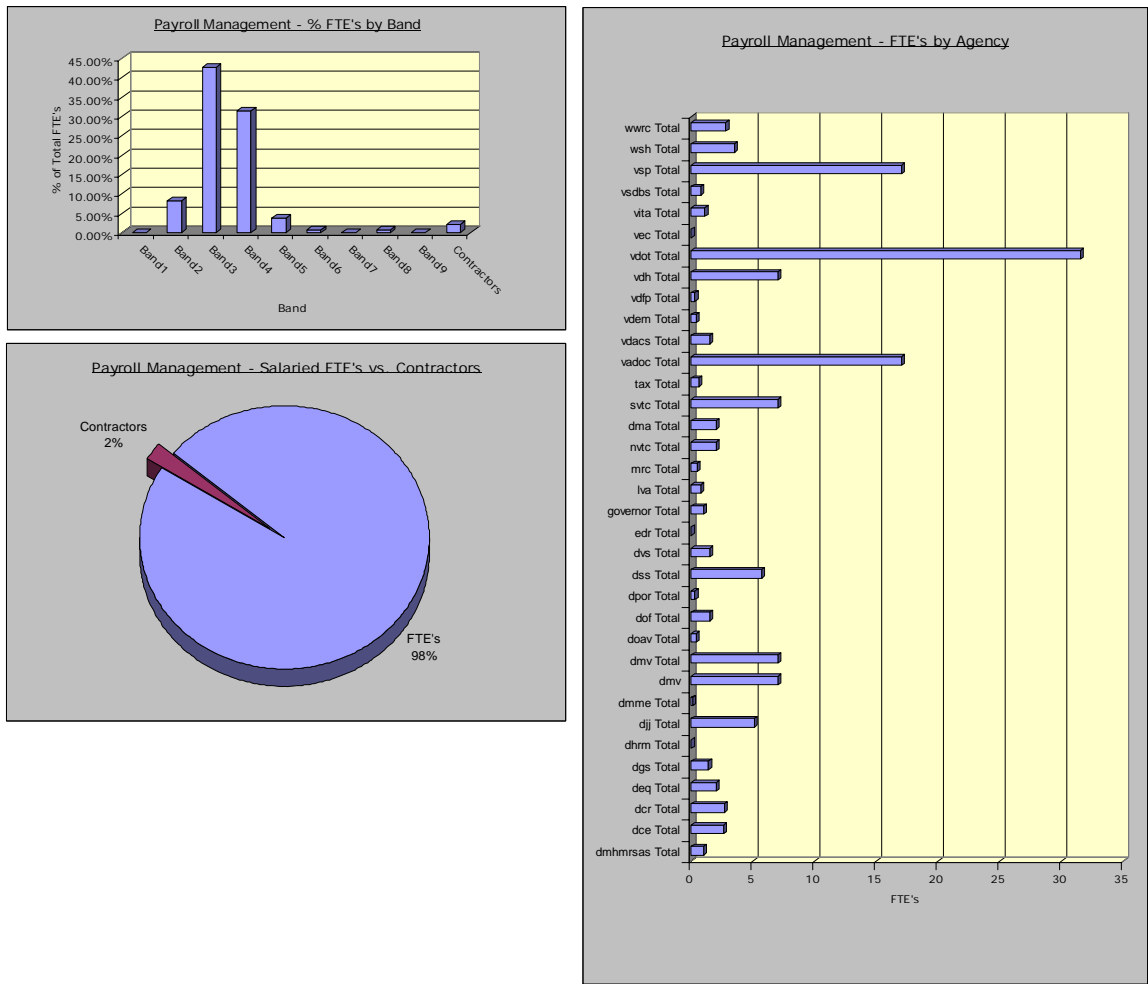


Exhibit 5      **Position Classification and Management**

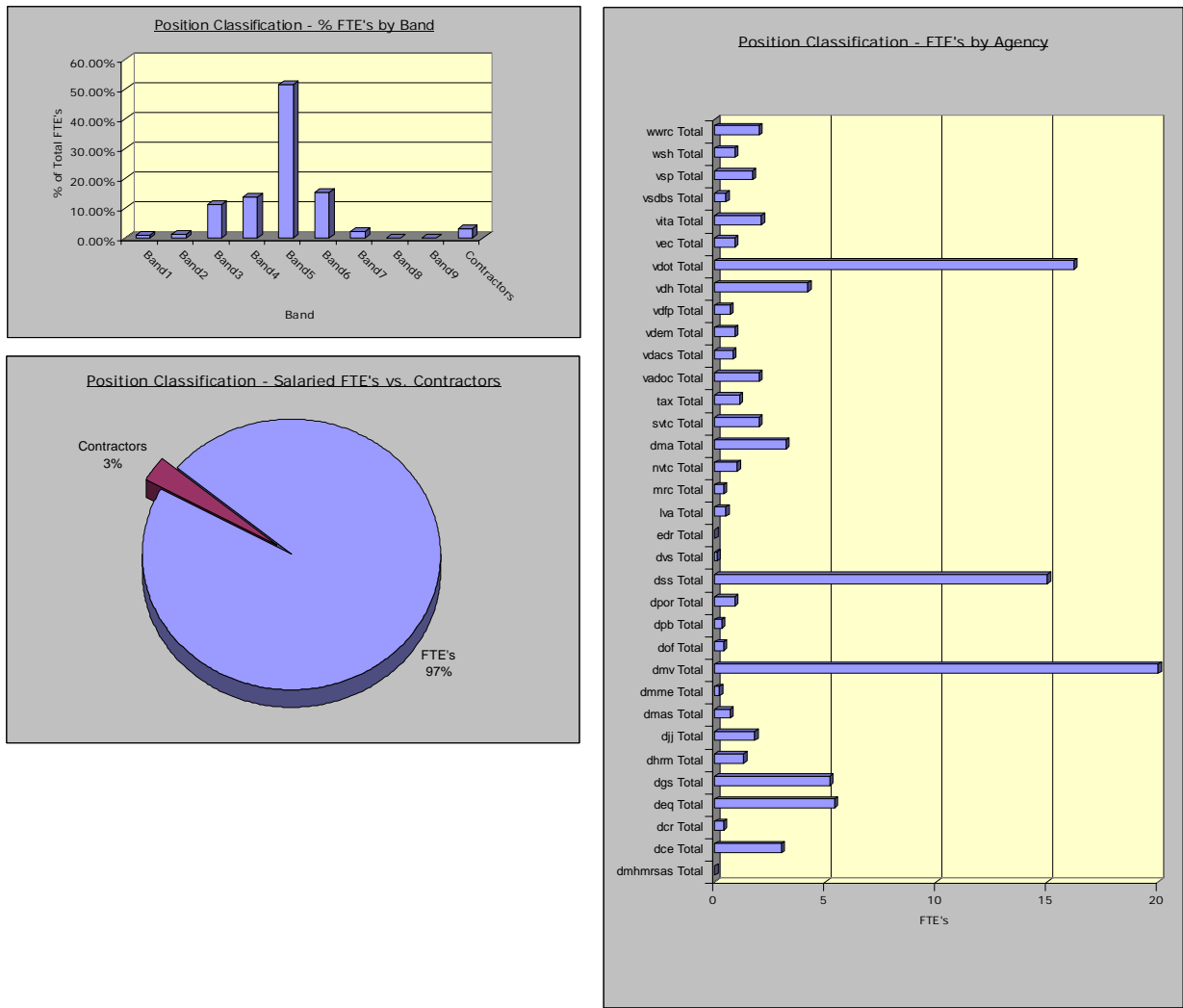


Exhibit 6      Evaluation

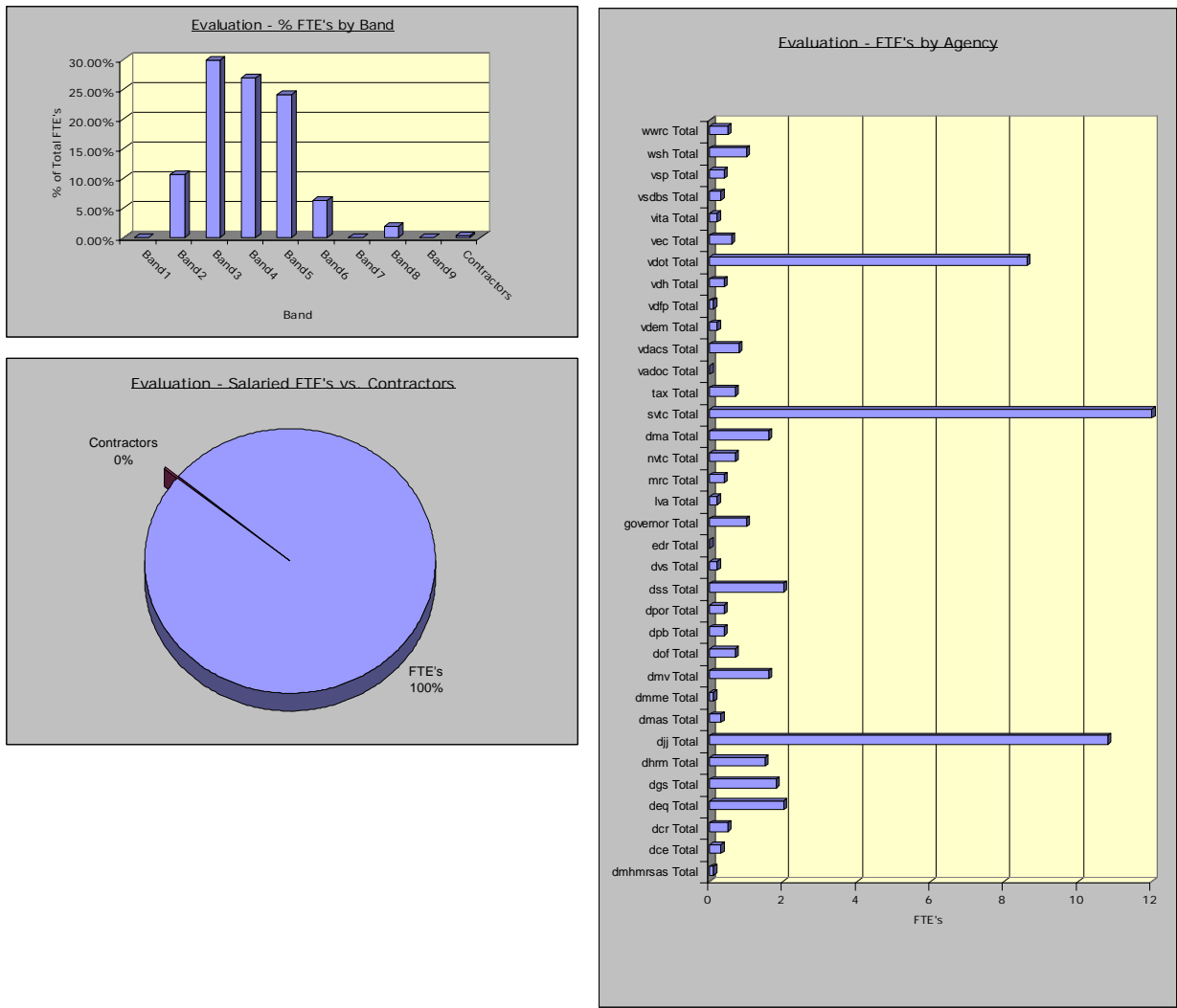
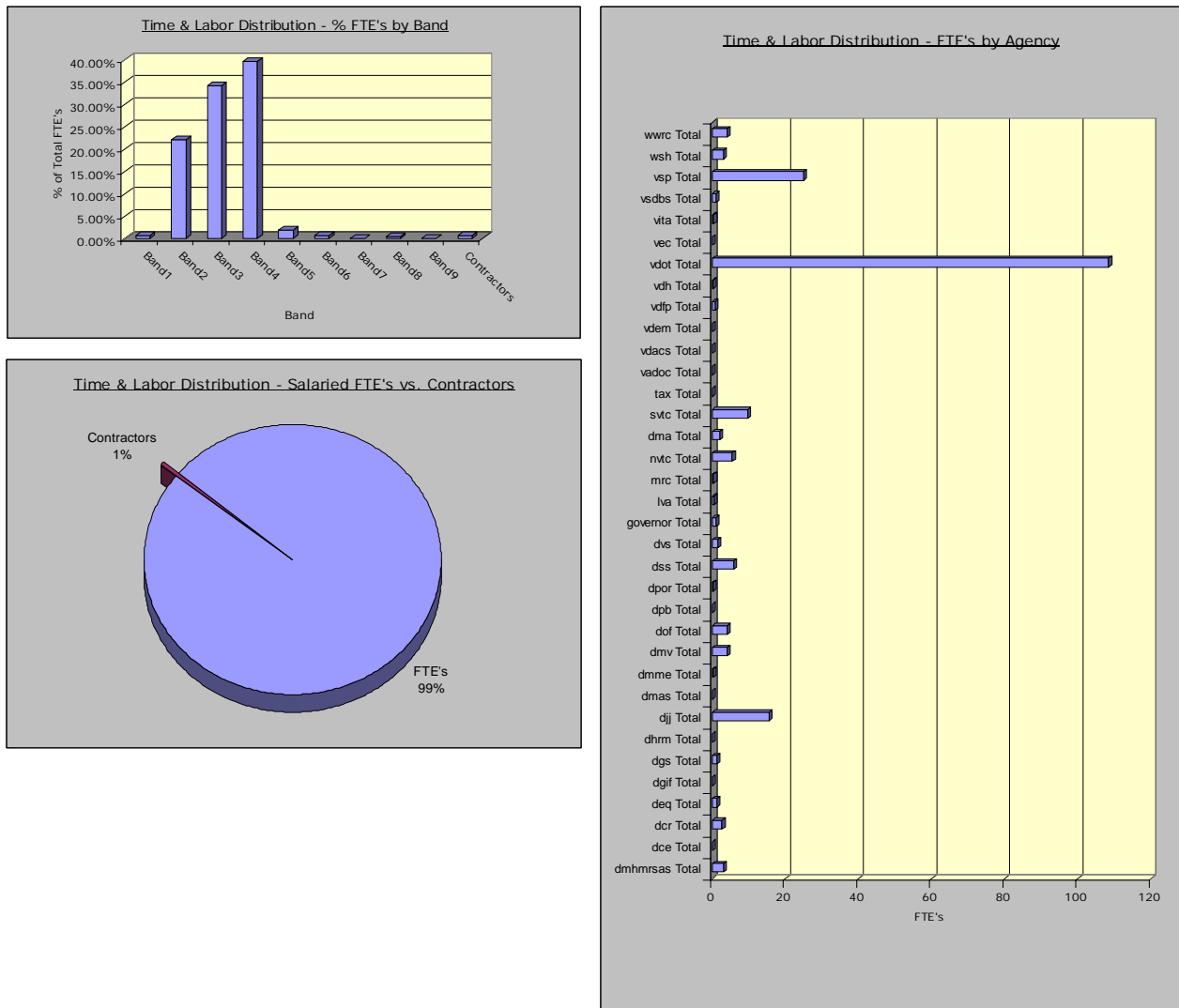


Exhibit 7 Time and Labor Distribution



## Technology resources

Agencies have invested in a variety of applications to augment the core HR and Payroll systems, PMIS and CIPPS, respectively. Exhibit 8 shows a list by HRM survey area of the additional applications and systems used through-out the Commonwealth by the agencies surveyed.

**Exhibit 8      HRM Systems in Use**

HRM Survey Area	Application or System Used
Applicant Intake and Recruiting	PeopleSoft Applicant Tracking Oracle Applicant Tracking System (ATS) Groupwise WEB UTS HRIS HP 3000 Acclaim Oracle In-House Applicant Tracking System Reflections HR/Mapper DMV Applicant Tracking Position Applicant Tracking System (PARTS) Word, Excel, Access
Position Classification and Management	Mainframe Wage Database HuRMan OrgPlus LETS Mapper PME 480 Query Oracle DMV HRO Interface Wyatt Salam Excel, Access
Personnel Action Processing	PeopleSoft DocuShare (Pilot) Internal Employee Database/Employee Tracking System HRM Track Quick Assess Mainframe Wage Database Oracle HR Mapper Oracle Q&A DMV HRO Interface Excel, Access
Evaluation	Mapper DMV Interface Word, Excel, Access
Payroll	Oracle Financials



HRM Survey Area	Application or System Used
	Mapper Attendance Summary System Optional GroupLife Tracking System PeopleSoft – FMS Excel, Access
Time and Labor Distribution	PeopleSoft – Time and Labor, Tools, FMS Kronos In-house NIMS Timekeeper State Employment Security Agency (SESA) Oracle – Time Effort Oracle – SST Projects Mapper MACS In-house Time Scope DMV VSDP System Excel, Access

## Financial resources

The costs of the subject HR functions in the agencies surveyed for this report are estimated in Exhibit 9.

### ***Exhibit 9 Cost Estimate by HR Function***

Function	Total Annual Cost (1000's)
Time & Labor	\$12,224,140
Position Class	\$7,109,338
Personal Action Processing	\$2,930,084
Payroll Management	\$6,451,235
Evaluation	\$3,201,848
Applicant Intake	\$5,922,988
<b>Total</b>	<b>\$35,839,684</b>

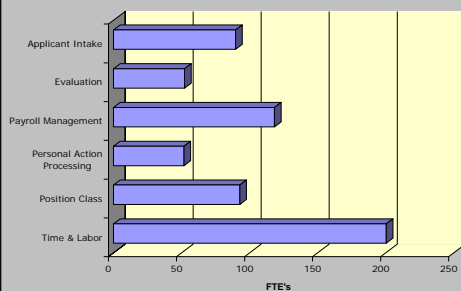
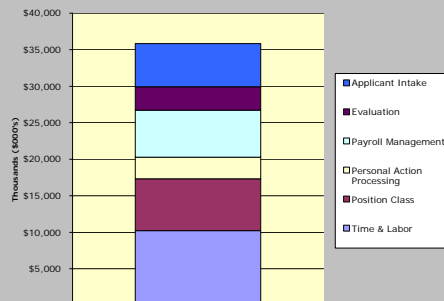
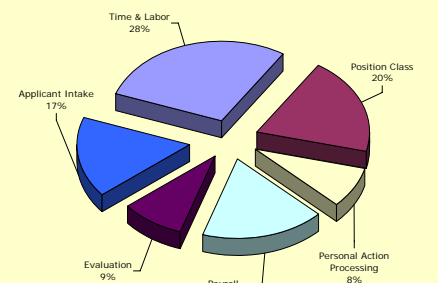
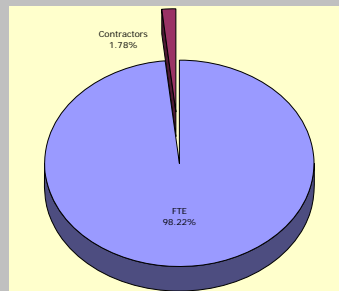
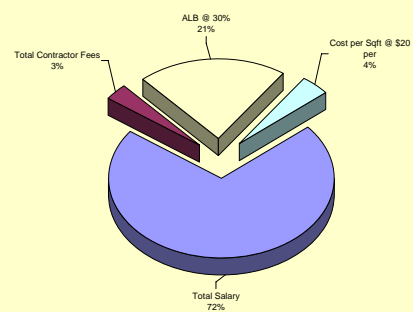
A breakdown of the estimated costs is provided in Exhibit 10.

**Exhibit 10 Cost Allocation by HR Function**

**Tower:** Human Resource Management  
**Date:** 6/14/2005

**Allocation of Human Resource Management FTE's by Function**

	FTE's				Contractor			Benefits		Facility			
	FTE	Total Salary	Cost%	Average Salary	Contractors	Total Contractor Fees	Cost %	ALB @ 30%	Cost%	SqFT Allocation @ 125 per FTE	Cost per Sqft @ \$20 per	Cost%	Total Cost
Time & Labor	200.55	\$7,375,050	29%	\$36,774	1.30	\$135,200	11.8%	\$2,212,515	28.9%	25,069	\$501,375	33.1%	\$10,224,140
Position Class	92.80	\$5,050,298	20%	\$54,421	3.00	\$312,000	27.3%	\$1,515,090	19.8%	11,600	\$232,000	15.3%	\$7,109,388
Personal Action Processing	51.80	\$2,138,295	8%	\$41,280	0.20	\$20,800	1.8%	\$641,489	8.4%	6,475	\$129,500	8.6%	\$2,930,084
Payroll Management	118.30	\$4,510,989	18%	\$38,132	2.80	\$291,200	25.5%	\$1,353,297	17.7%	14,788	\$295,750	19.5%	\$6,451,235
Evaluation	52.20	\$2,346,576	9%	\$44,954	0.20	\$20,800	1.8%	\$703,973	9.2%	6,525	\$130,500	8.6%	\$3,201,848
Applicant Intake	89.70	\$4,103,645	16%	\$45,749	3.50	\$364,000	31.8%	\$1,231,093	16.1%	11,213	\$224,250	14.8%	\$5,922,988
Total	605.35	\$25,524,853	100%	\$42,165	11.00	\$1,144,000	100%	\$7,657,456	100%	75,669	\$1,513,375	100%	\$35,839,684

**HRM FTE's Resources by Business Process****HRM Total Cost by Business Process****HRM Cost by Business Process as a % of Total Cost****HRM Salaried FTE vs. Contractor FTE****HRM Cost by Category as a % of Total Cost**

# To-Be preliminary assessment

## Commonwealth recommendations

Through the Foundation Interviews and Survey responses, a number of common themes have been presented by Commonwealth staff for the vision of the future enterprise-wide processes in Human Resources and Payroll.

- **Integrated.** All HR and Payroll processes should be supported by an integrated HR/Payroll system that includes all state employees—classified and wage.
  - “PMIS & CIPPS should be integrated into a single personnel/payroll system”
  - “Personnel Management system is not always consistent with PMIS, and therefore cannot be relied on for important reports”
  - “Integrate HR with Payroll so we have less paper and better security”
  - “All employees need to be placed in the personnel action processing process”
  - “Integration of employee time record with payroll - one-stop reporting instead of need for keying by HR or payroll person”
  - “Salary authorizations from Personnel should systematically drive payroll transactions (no double keying).”
  - “Wage employees need to be put in the PMIS system. It's very time consuming to use another database to track wage employees”
- **Flexibility and local control.** Many agencies have specific process and requirements that are critical to supporting their operations.
  - “Must be flexible to meet individual agency needs.”
  - “Decentralized authority”
  - “Ability to configure automated timekeeping system locally allows us to adjust payroll process to meet changing HR needs. Example, new special rate for Unit 1 to address retention.”
  - “Decentralized authority allows actions to be taken without undue delay”
  - “Needs to be personalized to agency and not generic - some agencies have specialized and/or unique positions”
  - “VDH has a unique, outstanding automated system that enables decentralized position classification & management. We are concerned that a move to standardized across-the-board software for all agencies will lose the extraordinary benefits of the VDH system.”
- **Self service.** Employees and managers should have the tools and training to manage the data and processes that affect them. For employees this would include name and address changes, W-4 changes, payroll direct deposit, voluntary deductions and benefit elections. For managers, the processes could include recruiting, transfers, performance evaluation and pay changes
  - “Allow employees accessibility to their own records in order to verify personal information”
  - “Employee self-service for certain transactions such as address changes”

- “Ability for employee to update personal information on-line”
- “Ability for applicants to enter in data with automated pre screening capability”
- **Automated processes.** The current HR and Payroll processes are for the most part manual processes dependent upon paper forms, physical routing and approval and data entry into one (or more) applications. The automation of these processes using electronic workflow and electronic signature would significantly reduce the administrative workload of agencies and improve the cycle times for transactions.
  - “Automated position tracking/control for budgeting purposes”
  - “Automated processes such as timekeeping, payroll, leave, etc.”
  - “Automated timesheets with significant edit checks that feed the payroll system using workflows and electronic signatures.”
  - “Ability to let the system know the core criteria for position screening and have only those applications forwarded for further review”
- **Enhanced user experience.** Current systems use traditional “green screen” interfaces and web enabled interfaces to these legacy systems. Current technologies take advantage of the improved user interfaces available with internet architected applications and “Window’s” based designs.
  - “Simplified data entry process”
  - “On screen help for PMIS and online training”
  - “Easy to use - drop down menus versus transaction codes”
  - “Ability to back out ‘certain’ transactional data w/o seeking assistance from central HR agency”
  - “User friendly system that does not require the user to remember arcane mainframe commands, codes, and keystrokes.”
  - “Employee information is found in so many different places that you have to know the codes to move around between screens.”
- **Timely/accurate.** HR and payroll data are being used by the Commonwealth to make critical decisions. The information must be as accurate and up-to-date as possible at all times. New processes and systems must take advantage of the technologies available to make the information readily available and correct.
  - “Real time data for retrieval and reporting”
  - “System with edits and rules”
  - “Personnel Management system is not always consistent with PMIS, and therefore cannot be relied on for important reports”
  - “Decentralized authority allows actions to be taken without undue delay”
- **Reporting capabilities.** Managers need reports in formats that enable them to use the information to make decisions. On-line tools for the delivery of standard reports and the development of ad hoc reports enhance the ability of managers to make informed decisions. The Commonwealth is already taking steps to address the need for enhanced reporting capabilities.
  - “Ability to write own reports”

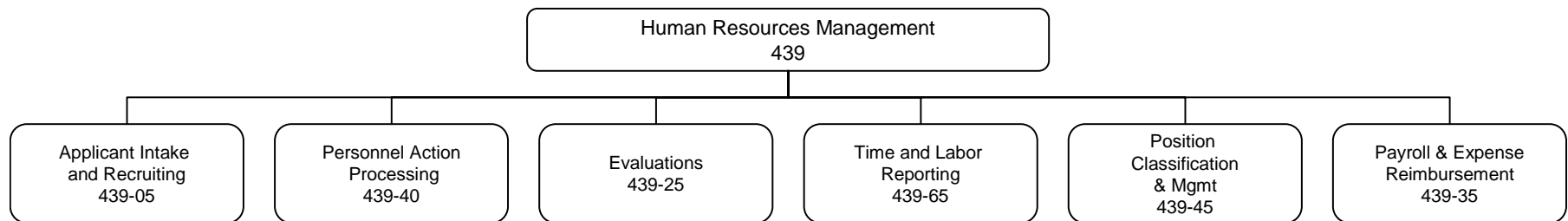
- “Make it have real time report functions”
- “Ability to create ad hoc reports, queries and manipulate agency information/data”
- **Access to required information.** Commonwealth employees are becoming more mobile and their value to the Commonwealth can be enhanced by the experiences gained from working in multiple agencies. The current environment makes the movement of employees between agencies difficult.
  - “Allow a system to be able to track an employee's history from their original hire date - listing every position held within the state, all salary changes, role changes and any personnel action taken”
  - “Ability to view personnel transactions from other agencies when bringing someone aboard.”
- **Legal compliance/defensible.** The Commonwealth must be able to demonstrate that all of its decisions comply with the applicable laws, regulations and policies and that the decisions are fully documented.
  - “Instant checking and warning when a transaction is over a limit or illegal by DOA standards.”
  - “System with edits and rules”
  - “Integrate PMIS and CIPPS to eliminate double keying. To maintain integrity provide HR ability to enter transactions and Payroll ability to release and process transaction”

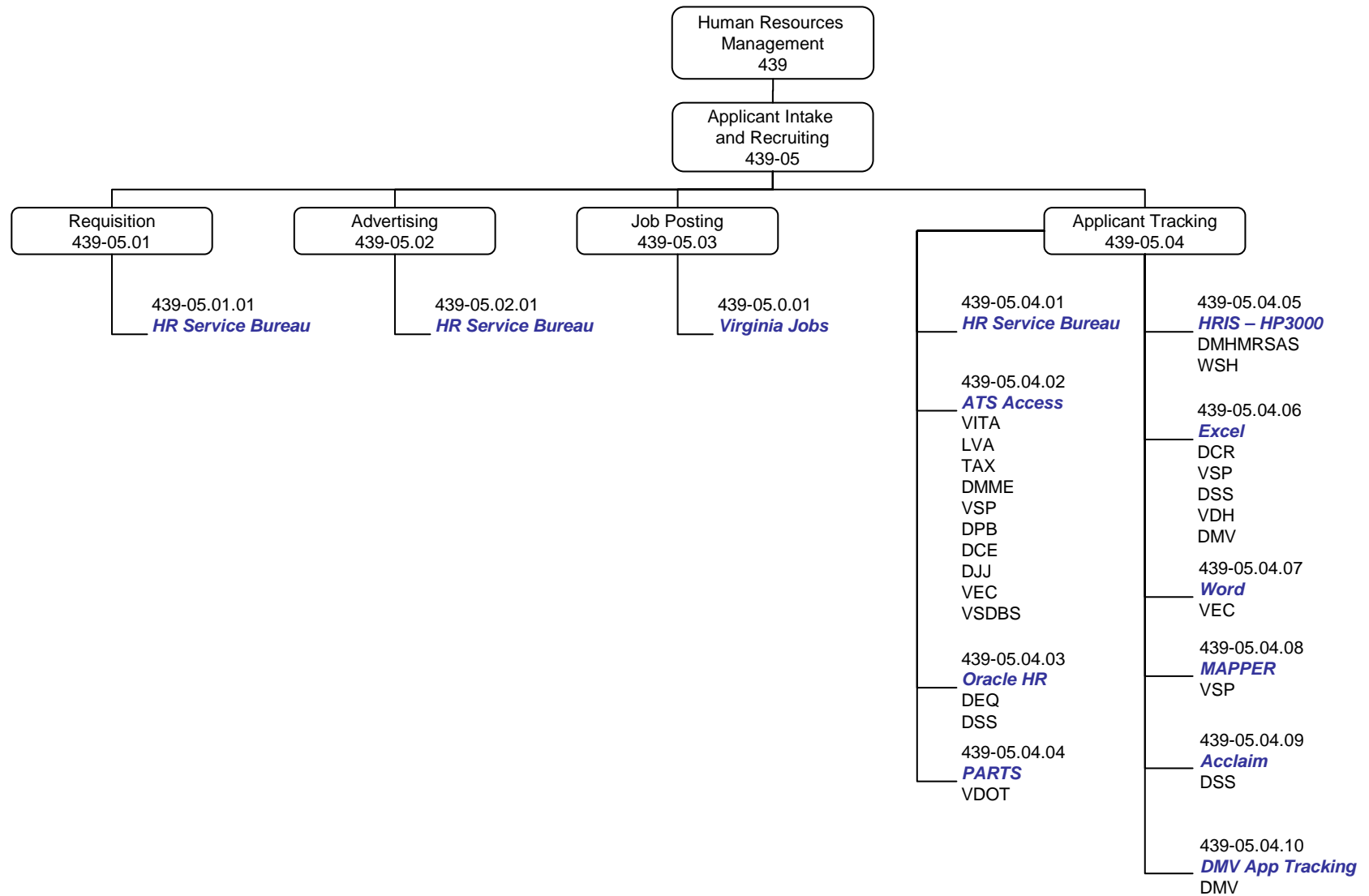
### Consistency with best practices

Current practices in Human Resources and Payroll for state governments are characterized by state-of-the-art commercial off-the-shelf (COTS) applications. These systems integrate not only the human resources and payroll data and processes but also provide the integration to financial systems and other IT infrastructure such as enterprise-wide directories and security systems. These COTS applications provide the basis for consistent processes across the enterprise and the ability to customize processes when required. The recommendations made by the Commonwealth professional staff are consistent with the practices that are being followed to great effect in other state governments and other large public sector enterprises.

## Business process decomposition

*Exhibit 11 Human Resource Management Process Decomposition – High Level*

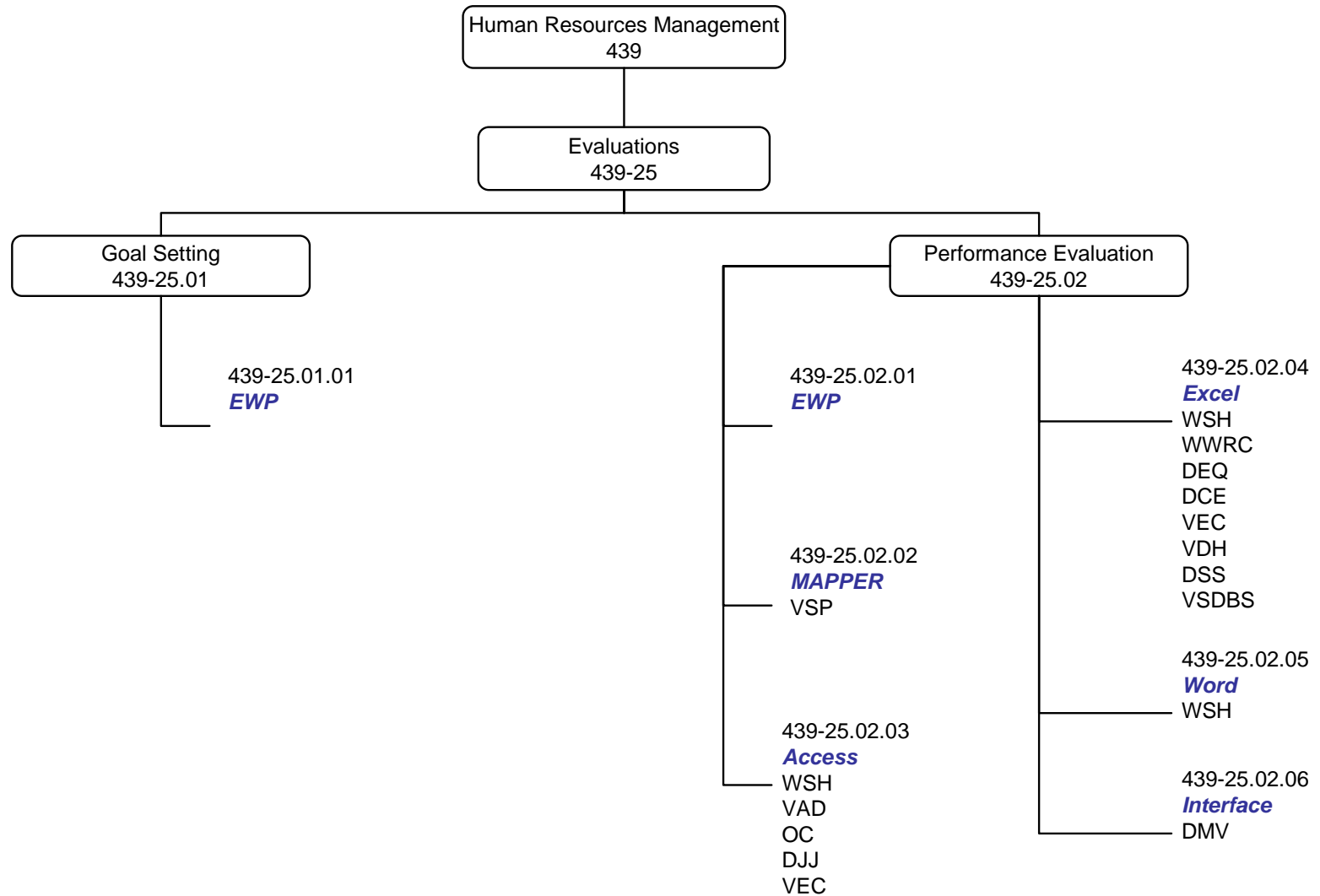


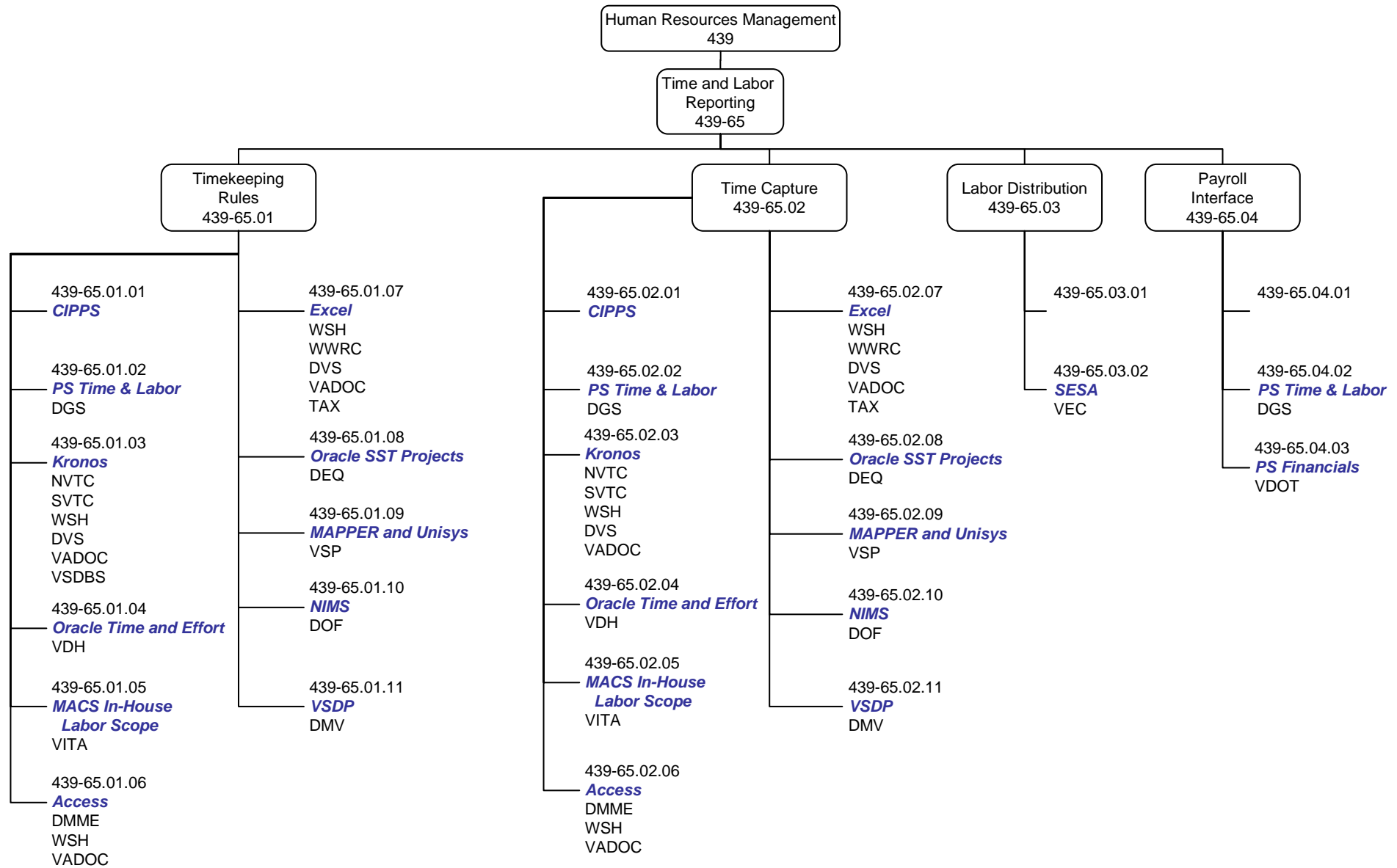
**Exhibit 12 Human Resource Management Process Decomposition – Applicant Intake and Recruiting**

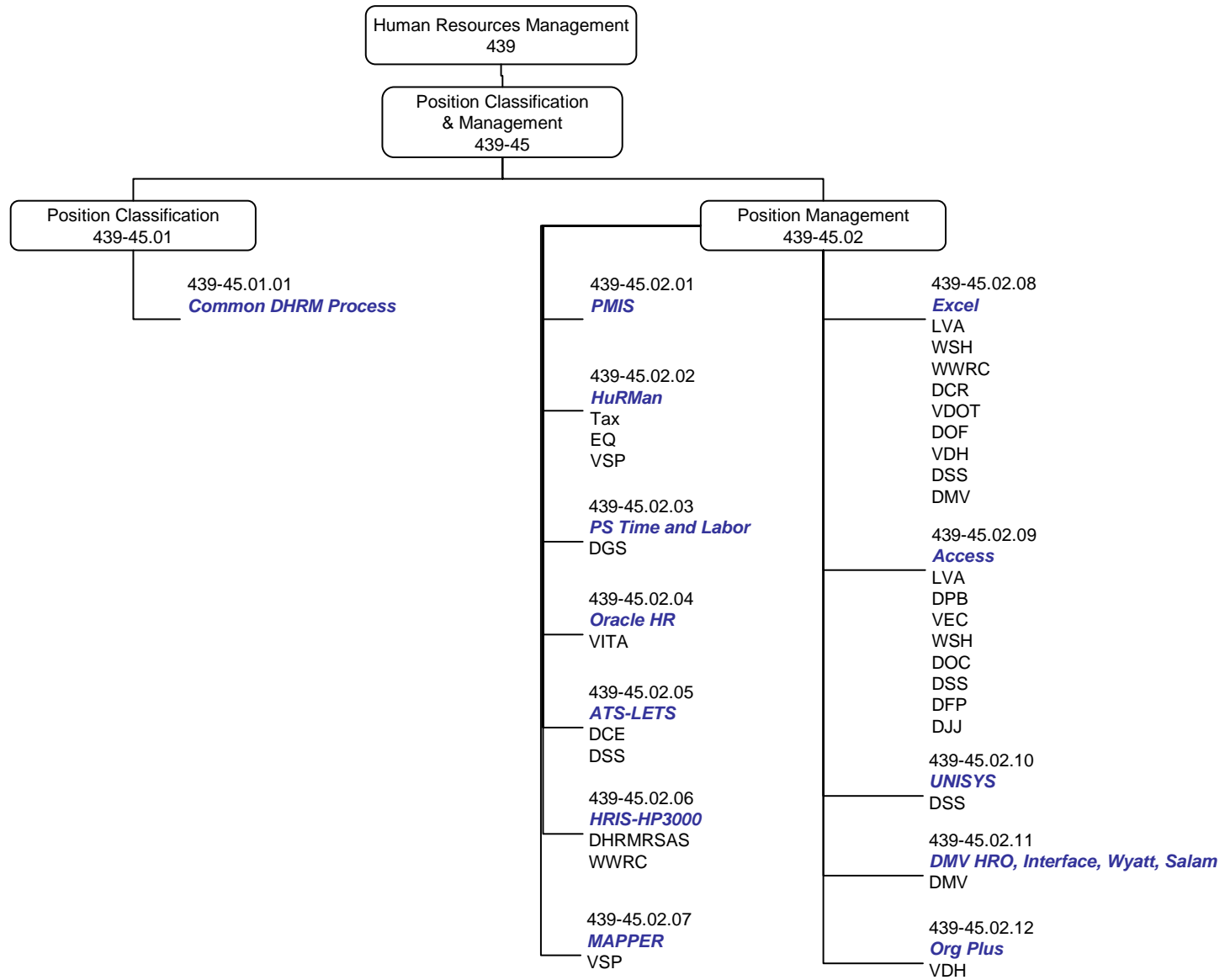
**DRAFT**

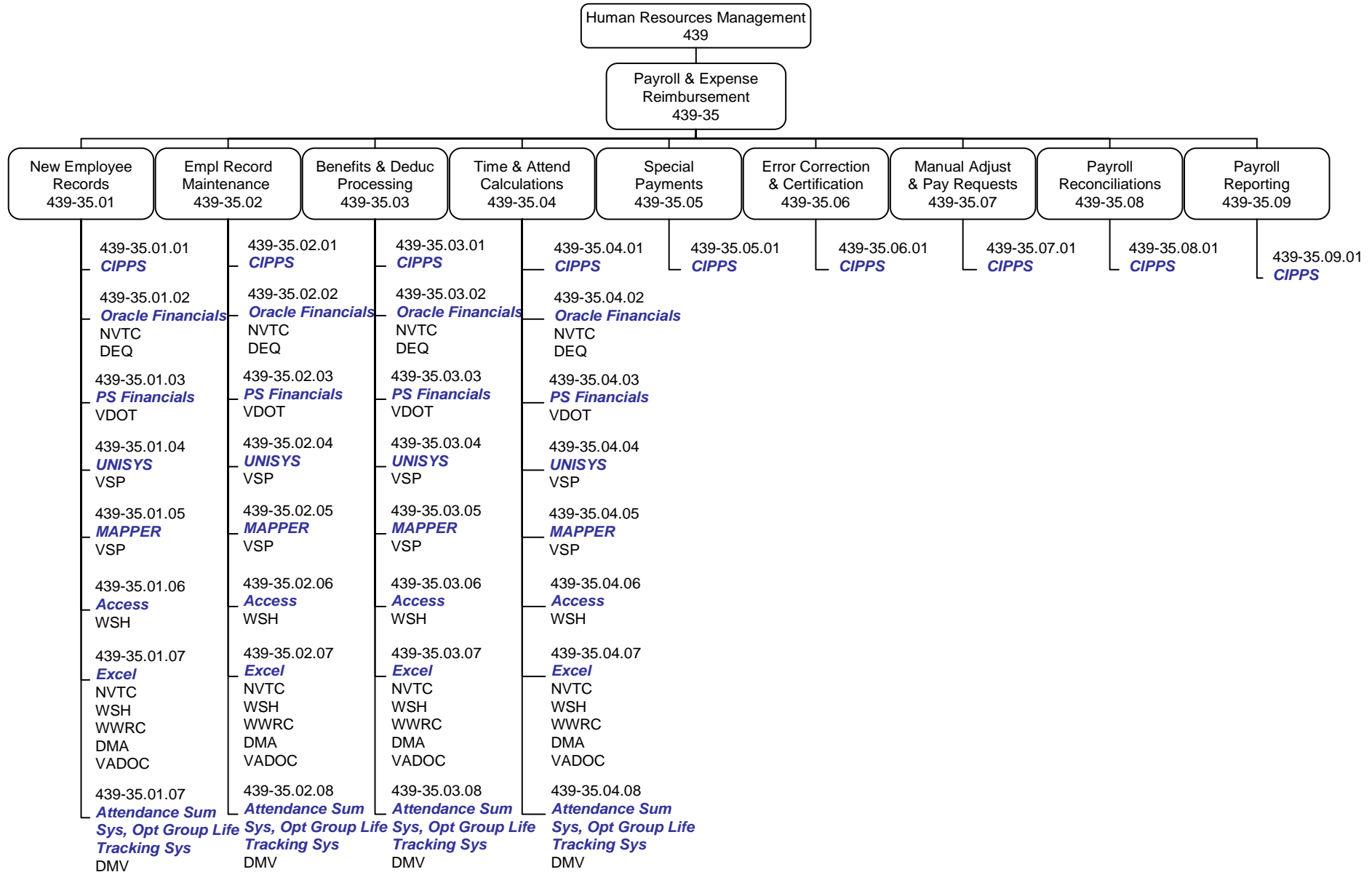




**Exhibit 14 Human Resource Management Process Decomposition –Evaluations**

**Exhibit 15 Human Resource Management Process Decomposition – Time and Labor Reporting**

**Exhibit 16 Human Resource Management Process Decomposition – Position Classification and Management**

**Exhibit 17 Human Resource Management Process Decomposition – Payroll and Expense Reimbursement**

## Survey results

Appendix C provides a set of two summary reports per business function studied in Human Resources Management. The first report shows response frequencies on questions selected to illustrate trends on particular management practices (these are multiple choice questions, so the results can be aggregated and graphed). The second report shows the set of responses on text questions, so that the range of views is reflected (these questions have responses easily displayed in a list format). The remaining survey questions are in a matrix format best understood in the individual survey response, so they are not included in the aggregate or grouped responses shown in these two reports. To view all responses to every question by survey, please view the reports included on the accompanying CD